

JBSA Project Streamlines Joint Operations and Business Processes

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Joint Base San Antonio (JBSA) is the latest in a series of joint basing initiatives across the country. As directed by the Base Realignment and Closure (BRAC) commission, the initiative will merge Lackland and Randolph Air Force Bases with Army Fort Sam Houston. With the Air Force in the lead, JBSA will facilitate multi-service missions, reduce waste, save money, free up resources and modernize equipment and infrastructure at each of the three bases.

Streamlining business operations to form a single enterprise is critical to enabling the new joint structure as the bases merge. Each of the bases impacted by JBSA previously operated with disparate processes and approaches to business functions. Air Force Brig. Gen. Leonard A. “Len” Patrick, the project lead, realized early on the importance of optimizing JBSA’s business processes as part of the transition. He invited experts from the Business Transformation Agency (BTA) and Lean Six Sigma (LSS) Program Office to participate in the initiative. Patrick’s guidance was to examine the joint base enterprise as a whole in identifying and solving issues to benefit both the JBSA effort and future joint base initiatives.

“The JBSA team is fortunate to have a leader with the strategic vision of Brigadier General Patrick,” said Cmdr. Malcolm Andrews, member of BTA’s Warfighter Requirements (WR) Directorate and the JBSA team. “He identified the congruent objectives of the joint base initiative and the BTA.”

Personnel from each BTA directorate with WR in the lead joined the team to help implement an End-to-End (E2E) business process approach. The E2E business flows are processes that span core business missions – implementing these flows enables the move away from a function-centered, stovepiped approach to one that looks at Department of Defense (DoD) business functions across the enterprise. The team has identified two key E2E processes required to successfully transition to JBSA: Hire to Retire (H2R), the time and attendance process and Procure to Pay (P2P), the contracting process.

The H2R process is a fundamental first step to the transition – regardless of service, personnel need to be paid. With approximately 1200 Army civilians converting to the Air Force, and without a common time and attendance system, an immediate challenge has been meeting requirements for a smooth transition. Near-term actions consist of creating a database structure in the Defense Civilian Pay System to accept joint base employees and to train personnel on the Air Force payroll process. In the long term, the team is working to identify the requirements to ensure that a common solution can be implemented.

Contracting is also critical to ensuring the mission continues throughout the transition. Army units are not currently able to generate acceptable automated purchase requests to the JBSA contracting squadron within the 24-hour timeframe necessary to avoid potential delays in providing mission-critical contracts. As a near-term solution, the team is optimizing programs that already exist to minimize user impact and ensure accurate tracking and reporting of financial information. In the long-term, the team is exploring a solution using a Standard Procurement System (SPS) adaptor to communicate with both the Air Force and Army’s web-enabled systems to enable tracking, reporting and visibility of financial data for both services. The SPS has a

suite of software products for use by contracting offices across the services and defense agencies and can support both the Air Force's Automated Business Services System that interfaces with Air Force contracting systems and the Army's General Fund Enterprise Business System that standardizes and shares data across the Army.

As BTA has worked to implement E2E business flows, the LSS team has been tackling other joint process challenges for JBSA. "The Air Force and Army each have their own separate processes," said Jesse Johnson, Deputy Director for LSS. "But they do not necessarily have a joint process to do business nor is there a system in place to assess the need against funding."

The LSS team was asked to help ensure that an effective and efficient process is in place to evaluate base infrastructure condition. The first step, Johnson said, was to determine the requirements and assess whether a process already existed. Starting from scratch or building on an existing process, the next steps are to assess the process, standardize it, and then determine the review process for funding. Also on the LSS team's agenda is the charge to increase energy efficiencies – one of the DoD's high-priority performance goals.

"Being able to measure energy consumption and use at the facilities level has challenges. Lean Six Sigma is working to assess opportunities for measuring energy consumption to be able to install energy management and savings processes," said Johnson.

While the official transition of JBSA is scheduled for October 1, the task of realigning the three bases does not end there. Identifying requirements and assessing and implementing processes will be an ongoing mission to achieve a joint enterprise, for both JBSA and future joint base initiatives.

Fast Facts - Joint Base San Antonio:

- Supports a joint base population of 80,000.
- Supports students at three installations - more than 150,000 annually.
- Has a total Plant Replacement Value of \$10.3 billion.
- Leads a work force of more than 8,000 personnel.
- Manages an annual budget of \$800 million.
- The largest single DoD installation/enterprise.